



**RESOURCE  
MANAGEMENT AGENCY  
COUNTY OF TULARE  
AGENDA ITEM**

**BOARD OF SUPERVISORS**

ALLEN ISHIDA  
District One

PETE VANDER POEL  
District Two

PHILLIP A. COX  
District Three

J. STEVEN WORTHLEY  
District Four

MIKE ENNIS  
District Five

**AGENDA DATE:** February 2, 2016

Public Hearing Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Scheduled Public Hearing w/Clerk	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Published Notice Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Advertised Published Notice	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Meet & Confer Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Electronic file(s) has been sent	Yes <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
Budget Transfer (Aud 308) attached	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Personnel Resolution attached	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Agreements are attached and signature line for Chairman is marked with tab(s)/flag(s)	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>

CONTACT PERSON: Celeste Perez    PHONE: (559) 624-7010

**SUBJECT:** Reorganization of Resource Management Agency's Administration Branch to Fiscal Services Branch

**REQUEST(S):** That the Board of Supervisors:

Approve the proposed reorganization of the Resource Management Agency's Administration Branch to Fiscal Services Branch

**SUMMARY:**

**Strengthening RMA's Strategic Management System**

The purpose of the proposed reorganization of the Administration Branch of the Resource Management Agency (RMA) is to strengthen the agency's Strategic Management System.

Essentially, the Strategic Management System as applied to RMA is based on a "business model" that defines and markets Tulare County's mission as being "Open for Business"

- By proactively managing for public results with a customer-service focus;
- By expeditiously and effectively delivering these results within a collaborative, cross-functional, team-based, and continuously improving organization; and,

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Branch to Fiscal Services Branch

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- By measuring actual performance with accountability by retaining, creating, increasing, and capturing "public value."

Within this management system, performance in terms of "public value" can be measured as

- Facilitating economic development by providing up-to-date fiscal reports that enable reliable review of the fiscal status of projects.
- By providing frequent project management reports with current fiscal analysis, projects can be implemented with a higher degree of speed and confidence. Such projects include roads, transit facilities, water-related improvements (e.g., water, wastewater and storm water improvements), and public safety facilities.
- Applying the cross-functional team-based approach, fiscal is now an active team-player participating during all aspects of RMA's projects, thereby helping to provide real time financial information for improved management decision-making.

Specifically, the following examples reflect how fiscal operations have improved significantly during the past two years and contributed a great deal to RMA's recent successes:

- Recent audits of RMA's Measure R and Transportation Programs reveal no audit findings, including, for example, outside auditor statements that "financial statement disclosures are neutral, consistent and clear, and, there were no "significant difficulties in dealing with management in performing and completing our audit."
- Based on implementation of improved fiscal practices, RMA has not been placed on the de-obligation funding list prepared by Caltrans for several consecutive years.
- Improved fiscal disclosure has occurred by preparation of detailed quarterly reports to the Board of Supervisors.
- Early participation in development and implementation of the Transit Action Plan has helped to facilitate expenditure of funds on local projects.
- Proactive fiscal commitment to the team-based approach resulted in the State Auditor's approval of RMA's first-ever Indirect Cost Rate Plan (ICRP), thus allowing RMA to recover indirect costs (overhead) on federally-funded road projects.

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### **Rebranding to the New "Fiscal Services Branch"**

In keeping with RMA's proposed reorganization, this part of the agenda item outlines Organizational Improvements, Budget Improvements, Administrative Practice Improvements, Rebranding to the Fiscal Services Branch, and Benefits of Reorganization. In support of this reorganization, please see Attachment "A" (Fiscal Services Branch Before & After Reorganization Chart) and Attachment "B" (Business Protocols).

### **Organizational Reforms: Proactive Management**

- Strategic Forecasting (Capital and Operations)
- Operations Management (Continuous Monitoring and Evaluation)
- Human Resources Revitalization (HR ROI)
- Administrative Services Decentralization (Embedding)
- Managerial Accounting Analysis (Improved Outcomes)

### **Budget Improvements: Strategic Focus and Goal Achievement**

- Reimbursable Charges: Estimates and Actuals
- Bi-Weekly Project Reports: Revenues and Expenses
  - ✓ Economic Development Grant Status Report
  - ✓ Road Project Status Report
- Quarterly Budget Revenue and Expense Reports
- Indirect Cost Review and Reimbursement
- Strategic Initiative: Program Self-Sufficiency and Monitoring
  - ✓ Grants
  - ✓ Code Enforcement
  - ✓ Medical Marijuana Enforcement

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**Administrative Practice Improvements: Strengthening Fiscal Operations**

- Project Management Protocol (Cross-Functional Emphasis)
- Budgeting Protocol (Narratives and Scheduling)
- Invoicing Protocols (Caltrans, TCAG, Vendors, Public)
- Professional Service Agreement Protocol and Inventory

**Rebranding: Fiscal Services Branch**

- Fiscal Services Focus: Strategic, Operational and Performance Management
  - ✓ Forecasting, Revenue Enhancement, Cost Management, and Action
- Continuous Monitoring of Organizational Strategy and Operations
  - ✓ Programs and Projects: Achievement, Alignment and Evaluation
- Best Management Practices: "Do Things Right" and "Do the Right Things"

**Benefits of Reorganization**

- There will be considerable collaboration by the Fiscal Services Branch with the Economic Development / Planning and Public Works Branches within a team-based framework, thereby producing more efficient and effective outcomes that are based on shared knowledge and expertise across the agency.
- There will be a durable commitment to build Measure R projects and, to further this commitment, the collegial interaction with the Tulare County Association of Governments (TCAG) and Caltrans will be enhanced.
- There will be an increased efficiency to work through the intergovernmental funding process for the purpose of building water, wastewater and storm water improvements – particularly in community planning areas – that will help many disadvantaged residents and will promote the retention, expansion and attraction of many businesses.
- There will be increased responsiveness to the Board of Supervisors, County Administrative Officer and the general public "to get things done" by building projects without excuses and with stronger fiscal accountability.

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**Conclusion**

Based on this discussion, it is respectfully recommended that the Board of Supervisors approve the proposed reorganization of RMA's Administration Branch to the rebranded Fiscal Services Branch.

In effect, approval of this service-directed reorganization will allow RMA to heighten its "cruising speed" with respect to improving fiscal productivity and performance for the entire agency.

**FISCAL IMPACT/FINANCING:**

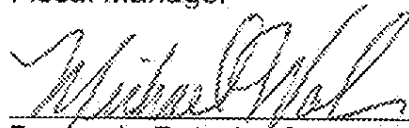
Approving the proposed reorganization will not cause a Net County Cost.

**LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:**

The proposed matter is consistent with Tulare County's Strategic Business Plan in that the reorganization is intended to accomplish the strategic goals of Public Safety and Security, Economic Well-Being, Quality of Life, and Organizational Performance.

**ADMINISTRATIVE SIGN-OFF:**

  
\_\_\_\_\_  
Sophia L. Almanza, MBA  
Fiscal Manager

  
\_\_\_\_\_  
FOR Benjamin Ruiz Jr., S.E., P.E.  
Interim Director

cc: Auditor-Controller  
County Counsel  
County Administrative Office (2)

Attachment "A" – Fiscal Services Branch Before & After Reorganization Chart

Attachment "B" – Business Protocols

**BEFORE THE BOARD OF SUPERVISORS  
COUNTY OF TULARE, STATE OF CALIFORNIA**

IN THE MATTER OF REORGANIZATION       )  
RESOURCE MANAGEMENT AGENCY'S       ) RESOLUTION NO. \_\_\_\_\_  
ADMINISTRATION BRANCH TO FISCAL       )  
SERVICES BRANCH                               )

UPON MOTION OF SUPERVISOR \_\_\_\_\_, SECONDED BY  
SUPERVISOR \_\_\_\_\_, THE FOLLOWING WAS ADOPTED BY THE  
BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD February 2, 2016, BY  
THE FOLLOWING VOTE:

AYES:  
NOES:  
ABSTAIN:  
ABSENT:

ATTEST: MICHAEL C. SPATA  
COUNTY ADMINISTRATIVE OFFICER  
CLERK, BOARD OF SUPERVISORS

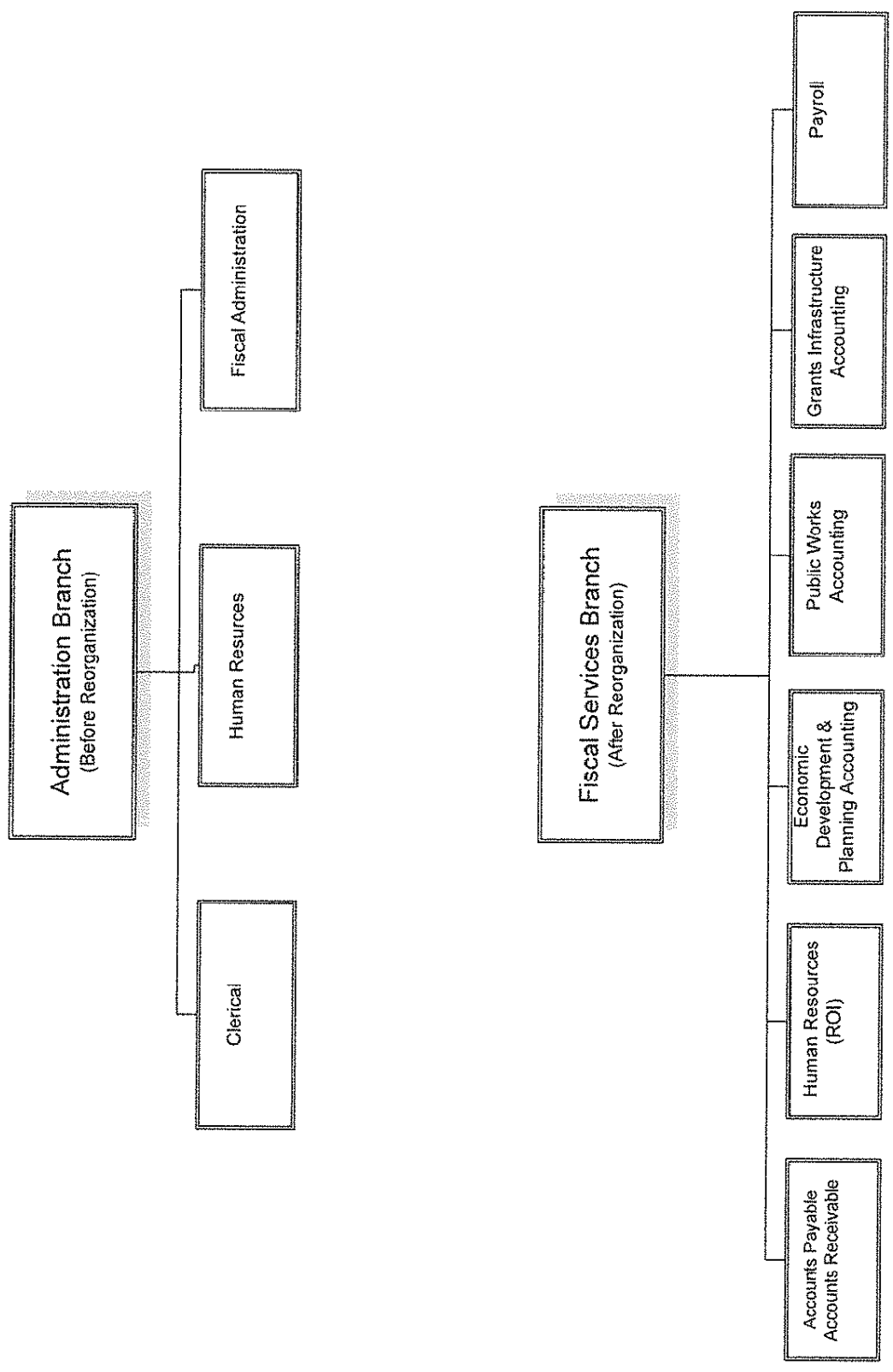
By: \_\_\_\_\_  
Deputy Clerk

That the Board of Supervisors:

Approved the proposed reorganization of the Resource Management Agency's  
Administration Branch to Fiscal Services Branch

## **ATTACHMENT “A”**

**(Fiscal Services Branch Before & After  
Reorganization Chart)**





**ATTACHMENT "B"**  
**(Business Protocols)**

# RESOURCE MANAGEMENT AGENCY

All SERVICES that are performed for Tulare County must be processed as a Professional Service Agreement by the Purchasing Department. No Services or Work shall be done without signatures from both the vendor and purchasing agent.

100

Are Services going to be under \$100,000? Are Services going to be on County Property?

If the answer is yes, then this becomes a professional service agreement.

Vendor scope of work and a current price sheet.

Vendor current insurance documents

A requisition (RQS) will need to be filled out by Branch. (see Fiscal)

Signature of Purchasing Agent after RQS complete.

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PSA is for Professional Services that do not exceed \$100,000.

- This includes engineers and consultants.

PWA is a public works agreement that does not exceed \$45,000 for any construction or repairs on County Property.

- Anything attaching to walls, floors or ceiling is considered public works.

- \*Capital Project approval sheets need to be attached to requisition.

- State how many days to start and complete job.

- Must specify if partial payments are requested.

Applicable authority must be granted prior to services being rendered. When such authority has not been obtained, it is the Agency's responsibility to prepare an agenda item for Board of Supervisors' approval of vendor payment.

*"If any officer, employee or agent of the county makes a purchase or contracts for services contrary to the provisions of this Article, such order or contract shall void and of no effect. The head of the department, office or institution shall be personally liable for the amount of such purchase, or contract and, if already paid for out of county funds, the amount thereof may be recovered in the name of the County in an appropriate action thereof." - County Ordinance #1-03-1365*

**Note:** Do Not include any vendor Terms and Conditions, the vendor must sign our County approved Terms.

# Resource Management Agency

## Invoice Processing Protocol

### Public Works Branch

#### Where do I Start?

Should be received in invoice dated by the vendor, verified by person or project it should be in the correct format and the amount paid for (AP) and for the project.

#### What Does Fiscal do?

Invoice is received, dated stamped.  
checked will stamp with an "Approved for Payment" and a "Budget Expense Code" stamp.  
AP staff will make a copy of the invoice and send it on to the applicable project manager or the vendor approval. See attached project list for projects managed by director.

#### Project Manager Approval

Upon receipt of an invoice from Fiscal, Project manager verifies work listed on invoice has been completed and is accurate.  
Signs and date invoice and return to AP to the person indicated on the document holder invoice was received in.

#### Processing Invoice for Payment

Once invoice is received by the manager.  
Invoice is forwarded into the accounting and auditing code for approval.

**NOTE:** Invoices received by 2PM Wednesday afternoon will be processed for payment the same week and a check should print the following week. Invoices received after this time will be processed the following week and a check printed the week after.

#### Invoice Problems

**Invoice Exceeds Agreement Balance:** If the balance of the invoice exceeds the balance of the agreement the budget manager and accountant are notified immediately. Modification request form is prepared by AP and sent to Purchasing for processing. AP staff will add agreement to SC/PO pending report and provide status updates weekly until modification request is complete.

**Invoice is not Accurate:** If the invoice is deemed inaccurate the Project Manager should notify Fiscal as soon as they make this determination. The vendor should be notified of inaccuracies either by Fiscal or by the Project Manager so correction of invoice can be made promptly.

# Resource Management Agency

## Invoice Processing Protocol

### Economic Development and Planning Branch

#### Where do I Start?

Should you receive an invoice directly from a vendor via email, in person or by fax, it should be brought promptly to the Accounts Payable (AP) staff for processing.

#### What Does Fiscal do?

Invoice is received, dated, stamped and initialed.

AP staff passes it on to the appropriate accountant to code with the correct budget expense line, project, and phase number.

Once invoice has been properly coded the accountant returns it to AP staff and contract agreement/service contract is identified and written on the invoice.

Balance of agreement is identified and it is determined if there are enough funds remaining to cover the charges on the invoice.

AP staff will make a copy of the invoice and pass it on to the applicable Director or Assistant Director for approval. See attached project list for projects managed by Director.

AP will also indicate in WinCerts to whom the invoice was coded.

#### Project Manager Approval

When you receive an invoice from fiscal, project manager verified and dated on a card has been completed and submitted.

Sign and date service and/or phase on AP in the place indicated on the document. Number invoice was cashed out.

#### Processing Invoice for Payment

Once approved and verified it is date stamped.

Invoice is keyed into Windows and submitted to the AP staff for approval.

**NOTE:** Invoices received by 2PM Wednesday afternoon will be processed for payment the same week and a check should print the following week. Invoices received after this time will be processed the following week and a check printed the week after.

#### Invoice Problems

**Invoice Exceeds Agreement Balance:** If the balance of the invoice exceeds the balance of the agreement line, Budget Manager and/or Manager should be notified immediately. Modification request form is prepared by AP and sent to Purchasing for processing. AP staff will add agreement to PO covering report and provide status reports weekly until modification request is complete.

**Invoice is not Accurate:** If the invoice is deemed inaccurate, the Project Manager should notify fiscal as soon as they make the determination. The vendor should be notified of discrepancies either by fiscal or by the Project Manager. A correction of invoice can be made promptly.